AFFIRMATIVE ACTION PLANNING GUIDEBOOK

GUIDELINES FOR AFFIRMATIVE ACTION PLANNING

Northwest Territories Department of Personnel

103-04178/

AFFIRMATIVE ACTION PLANNING GUIDEBOOK

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Northwest Territories Department of Personnel

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1. INTRODUCTION

1.1 PURPOSE OF THE GUIDEBOOK

The purpose of this guidebook is to provide specific guidelines to managers in departments and agencies to develop Affirmative Action Plans to meet the Affirmative Action Policy goals.

1.2 MANDATE

The mandate of the Minister of Personnel is to serve the departments, boards and agencies of the Government of the Northwest Territories, in their efforts to recruit, develop and maintain the people they require to carry out the work of the government and to ensure the fair and equitable treatment of employees.

1.3 GOAL

A qualified representative public service will be recruited, developed, and maintained.

1.4 DIVISION OVERVIEW

The Equal Employment Division helps departments and agencies of government develop and maintain a public service which is representative of the population of the Northwest Territories. It is the focal point within the Government of the Northwest Territories for affirmative action planning to promote the employment, training and development of under-represented groups in the Public Service.

The Minister receives advice form the Northwest Territories Affirmative Action Advisory Committee. The Equal Employment Division provides administrative support to the Committee.

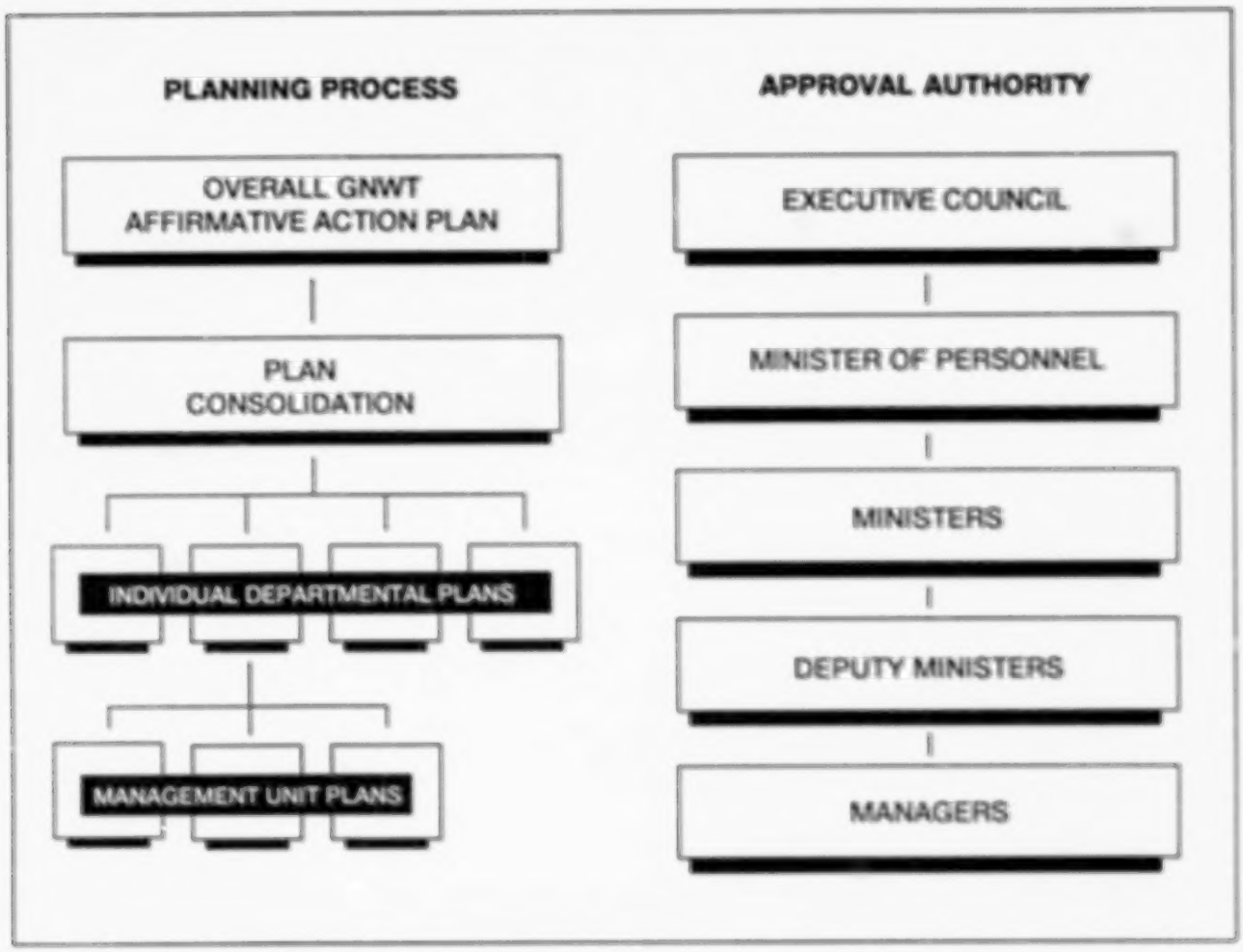
1.5 PURPOSE

To coordinate, monitor, and report progress on government-wide affirmative action planning. To provide guidance to departments, agencies and assist managers in their efforts to implement departmental action plans.

1.6 FURTHER INFORMATION

Additional information and assistance for the development of Affirmative Action Plans is available through the:

Equal Employment Division
Department of Personnel
(403) 920-8900



2. AFFIRMATIVE ACTION POLICY

2.1 POLICY STATEMENT

The Government of the Northwest Territories is committed to a competent Public Service that is representative of the population it serves. To that end, the government will undertake affirmative action measures to achieve equality in employment and career development of qualified suitable and eligible target group persons.

Principles

1. Individuals have the responsibility to plan and initiate action to take advantage of Public Service employment, training, and career advancement opportunities.
2. The Government of the Northwest Territories should encourage eligible target group persons to seek career and training opportunities in the Public Service.
3. No individual seeking employment, training or career advancement opportunities with the Public Service should be disadvantaged or discouraged by attitudinal or systemic barriers.
4. Eligible target group persons in the Northwest Territories will have preferred access to employment, training, and career advancement opportunities in the government.
5. Affirmative action is a positive and integral part of the human resource planning process.

6. The Public Service should serve as a model for affirmative action in the Northwest Territories.

2.2 DEFINITIONS

Affirmative Action

Means the application of measures designed to increase the representation of eligible target groups under-represented within the Public Service.

Affirmative Action Plan

Means the coordinated set of strategies and measures directed toward achieving equality in employment and career development of eligible target groups.

Attitudinal or Systemic Barrier

Means any attitude, system, policy, practice or procedure differentiating between persons which denies eligible target groups equality in employment and career development.

Disabled Persons

Means those persons who are at a disadvantage as a result of a medically certified learning, mental, emotional or physical disability which handicaps the persons from taking advantage of employment, training, and career advancement opportunities in a way which would not be encountered by a person without a disability.

Indigenous Aboriginal Persons

Means those persons who are descendants of the Dene, Inuit or Metis people, indigenous to the present boundaries of the Northwest Territories and includes any aboriginal persons resident at birth pursuant to section 7.1 of the *Vital Statistics Act* and any Canadian aboriginal persons who have lived more than half of their lives in the Northwest Territories.

Indigenous Non-Aboriginal Persons

Means those non-aboriginal persons born in the Northwest Territories, or who have lived more than half their lives in the Northwest Territories.

Northwest Territories Affirmative Action Advisory Committee

Means a committee established by the Executive Council composes of nominees from unions, native organizations and special interest groups that provides advice to the Minister of Personnel.

Public Service

Means the public service of the Government of the Northwest Territories as defined by the *Public Service Act*.

Resident

Means any person resident in the Northwest Territories for a period of at least one year.

2.3 PROVISIONS

1. Authority and Accountability

(a) Executive Council

(i) Establishes an overall planning process, sets priorities and approves strategies for affirmative action for the Government of the Northwest Territories;

(ii) Approves the overall Government Affirmative Action Plan and departmental affirmative action plans;

(iii) Approves the appointment of members to the Northwest Territories Affirmative Action Advisory Committee.

(b) Minister of Personnel

(i) Recommends an overall planning process, priorities and strategies for affirmative action for the Government of the Northwest Territories;

(ii) Recommends the overall Government Affirmative Action Plan;

(iii) Initiates development of departmental affirmative action plans;

(iv) Reviews and recommends departmental affirmative action plans;

(v) Ensures evaluation of affirmative action planning measures;

(vi) Recommends nominees to the Northwest Territories Affirmative Action Advisory Committee;

(vii) Represents the Executive Council on affirmative action matters external to the Public Service.

(c) Deputy Minister of Personnel

(i) Proposes an overall planning process, priorities and strategies for affirmative action for the Government of the Northwest Territories;

(ii) Coordinates government-wide affirmative action measures;

(iii) Reviews affirmative action plans to ensure consistency with the overall planning process, priorities and strategies;

(iv) Advises departments and agencies respecting affirmative action planning;

(v) Monitors the effectiveness of affirmative action planning;

(vi) Provides support to the Northwest Territories Affirmative Action Advisory Committee.

(d) Department Heads

Develop and implement affirmative action plans consistent with the government's overall planning process, priorities and strategies. In fulfilling this responsibility, department heads shall consult with Regional Directors and the Department of Personnel.

2. Planning and Implementation

(a) Within the context of an overall government affirmative action planning process, consistent with approved priorities and strategies, all departments and agencies within the Public Service will plan and implement affirmative action measures.

(b) Such planning shall encompass:

(i) encouraging candidacy for under-represented occupations and levels within the Public Service;

(ii) recruiting, training, and promoting within under-represented occupations and levels of the Public Service;

(iii) removing attitudinal and systemic barriers.

(c) Such planning shall incorporate approved strategies, such as:

(i) giving preference in employment, training, and promotion;

(ii) counselling of potential candidates;

(iii) providing public information;

(iv) advertising; and

(v) training.

(d) Planning will identify the actions to be taken, provide reasons for the actions, detail how the plan will be implemented, outline the time frame, assessing responsibility, establish monitoring and evaluation requirements.

3. Employment, Training and Promotion

The Government of the Northwest Territories will give preference in employing, training and promoting qualified, suitable and eligible target group persons. Preference will be applied to achieved representativeness only in specified occupations or levels identified in approved affirmative action plans.

(a) Eligible target groups are:

-Indigenous aboriginal persons
-Resident women
-Resident disabled persons
-Indigenous non-aboriginal persons

(b) The merit principle applies among these target groups, except in the following circumstances:

(i) priority will be assigned to qualified indigenous aboriginal persons;

(ii) when special measures are applied to correct a disadvantage being experienced by a specific group.

(c) Individuals may qualify for preference through only one target group.

(d) Where warranted, special circumstances will be reviewed on a case by case basis by the Minister of Personnel.

4. Rights and Freedoms

The Government of the Northwest Territories Affirmative Action Policy shall conform to the Equality Rights provisions of the *Canadian Human Rights Act* and Section 15 of the *Canadian Charter of Rights and Freedoms*.

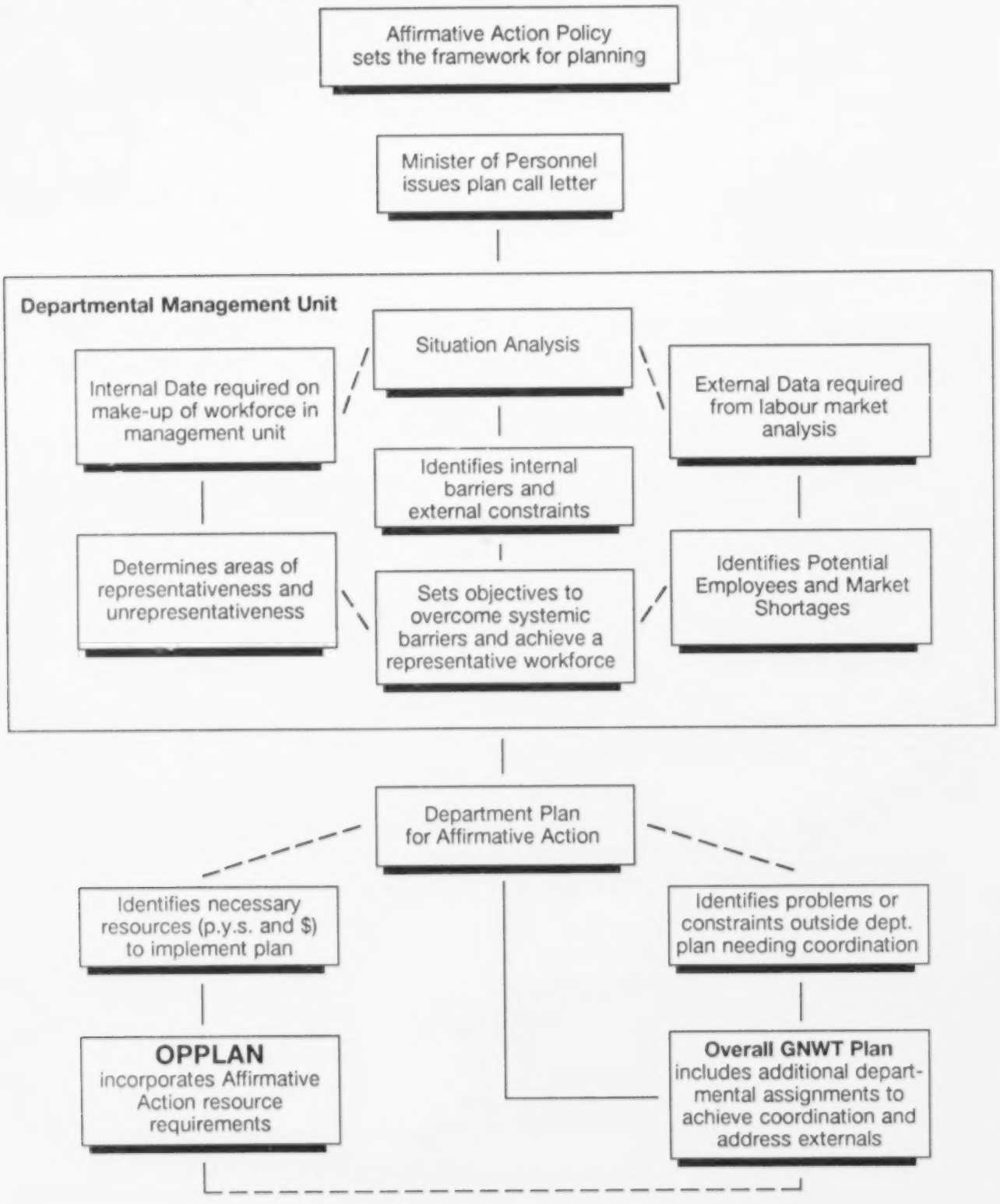
5. Policy Review

In recognition that requirements for an Affirmative Action Policy may change, the policy will be reviewed in the year 1994, or sooner, if, for any eligible target group the objective of a representative Public Service has been achieved.

6. Prerogative of Executive Council

Nothing in this Directive shall in any way be construed to limit the prerogative of the Executive Council to make decisions to exercise affirmative action for other underrepresented groups or any action outside the provision of this Directive.

AFFIRMATIVE ACTION PLANNING PROCESS


Affirmative Action Policy sets the framework for planning
Minister of Personnel issues plan call letter
Departmental Management Unit
Situation Analysis
Internal Date required on make-up of workforce in management unit
External Data required from labour market analysis
Identifies internal barriers and external constraints
Determines areas of representativeness and unrepresentativeness
Sets objectives to overcome systemic barriers and achieve a representative workforce
Identifies Potential Employees and Market Shortages
Department Plan for Affirmative Action
Identifies necessary resources (p.y.s. and $) to implement plan
Identifies problems or constraints outside dept. plan needing coordination
OPPLAN
incorporates Affirmative Action resource requirements
Overall GNWT Plan
includes additional departmental assignments to achieve coordination and address externals

3. DEVELOPING AN ACTION PLAN

Action Plans are to be completed by each manager for their management unit. This is compiled at the department head level, where a Departmental Action Plan is consolidated, and management unit Plans are reviewed. In turn, Departmental Plans are reviewed and consolidated to form a comprehensive Government wide Action Plan.

3.1 FOCUS

Action Plans will have two main areas of focus:

- The establishment of numerical information for identifying the under representation of target group members within the Public Service, and the potential within the Northwest Territories labour force to correct these imbalances.

- The development of objectives and strategies aimed at providing for the hiring, training, and promotion of target group members.

3.2 COMPONENTS OF AN ACTION PLAN

Action Plans will be comprised of four components:

- **situation analysis**
- **numerical information**
- **objectives and strategies**
- **resources required**

A **situation analysis** is the primary component for formulating an Action Plan. **Situation analysis** describes the level of representation for target groups within each job group in the department. To complete this analysis, the manager must identify those systems, policies, and practices within their management unit which directly or indirectly limit hiring, training, and promotional opportunities for target group members.

Departmental human resource contacts can be of assistance in formulating the manner in which **situation analysis** is completed. They are involved with verification of data on the representation and distribution of target group members in their departments. The Human Resource Planning Division of the Department of Personnel can be contacted for consultative services in completing the **situation analysis.**

Numerical information is for increasing the representation and distribution of target groups through hiring, training, and promotion within those job groups where they are under represented relative to availability. Management unit and departmental targets will be established based on the current level of under representation, the anticipated number of positions to be filled within the department, and the estimated availability of qualified target group members.

The manager must prepare **numerical information** regarding the representation and distribution of target group members within their management unit. This information must be established based on the assessed level of under representation and distribution. The following pages contain forms to be completed, which have been designed to assist managers in providing this information and include a classification breakdown of those positions within occupational categories, as well as an example (actual data only).

In establishing **numerical information**, labour market statistics on the availability of target group members externally may be obtained through the Department of Education, and external demographic statistics may be obtained from the Bureau of Statistics. Although departmental human resource contacts are involved with the verification of their own data, the Department of Personnel can supply data on the representation and distribution of target groups within the G.N.W.T. as a whole. The Human Resource Information System is available for managers to access more detailed data.

AFFIRMATIVE ACTION PLANNING

OBJECTIVES

TARGET GROUP_____ OCCUPATIONAL GROUP_____

IDENTIFIED BARRIER

_____

_____

_____

STRATEGY TO OVERCOME BARRIER

_____

_____

_____

MEASURES OF SUCCESS

_____

_____

_____

RESPONSIBILITY CENTER

_____

_____

_____

TIME FRAME

_____

_____ _____

Date Management Unit

_____

Department

Other **objectives and activities** include affirmative action measures aimed at neutralizing barriers to the hiring, training, and promotion of target group members. These measures must be developed to alleviate any barriers identified during the **situation analysis**. These **objectives and activities** shall include approved strategies such as:

(i) Giving preference in employment, training, and promotion. The Department of Personnel and the Department of Education can provide consultative services.

(ii) Counselling of potential candidates. Equal Employment Officers within the Department of Personnel can offer counselling services to target group members on hiring, training, and promotion.

(iii) Providing public information. The Department of Personnel is responsible for the promotion of affirmative action within the G.N.W.T. The Department of Culture and Communications can provide consultative services specific to client department needs.

(iv) Advertising. The Department of Culture and Communications can provide consultative services.

(v) Training. The Department of Education can provide consultative services.

Managers should also identify human and financial resources required to implement their Plan. These resources should be sought through the normal operational planning and budgetary procedures. The objectives form on the opposite page may be useful to managers.

4. PLAN SUBMISSION

4.1 TIME FRAME

Each G.N.W.T. department and agency must submit a comprehensive Action Plan to the Department of Personnel by March 31 to coincide with the OPPLAN process. In order to accomplish this, departments must initiate action planning no later than February 1.

4.2 REQUIREMENTS

In completing the exercise the manager should ask the question of who, what, where, when, and how their plan will contribute to a representative Public Service. The following elements must be included in the submission:

Who is the Plan aimed at? Numerical data on the distribution of target group people within each job category, group and level, to identify areas of under representation.

Who is responsible for carrying out key activities? Specific positions where responsibility resides.

Where are there barriers to the hiring, training, and promotion of target group members? The results of internal review systems, policies and procedures, and external conditions or limitations.

When will success be attained? Specific annual and multi year objectives designed to increase the level of representation of target group members within the departments workforce, within pre-defined time frames.

What resources will be dedicated to this Plan? Specific human and financial resources to be allocated.

How will pro-active activities be used? Support programs to help target group members adjust to G.N.W.T. employment. Steps to be taken to address systemic and attitudinal barriers to the employment of target group members.

4.3 REPORTING FORMAT

Action Plans and Annual Reports are submitted to the Deputy Minister of the Department of Personnel by the department head. They must contain the following:

- situation analysis
- numerical information
- objectives and strategies
- resources required

5. RESPONSIBILITY AND ACCOUNTABILITY

It is the responsibility of every supervisor and manager in the public service to develop and initiate affirmative action plans in order to meet the goals of the Affirmative Action Policy.

Cabinet has directed that the development and achievement of departmental affirmative action plans shall be a factor to be considered as part of the annual senior officer's performance review process.

GOVERNMENT OF THE NORTHWEST TERRITORIES - AFFIRMATIVE ACTION PLAN

(MANAGEMENT)

FORM-AA1

DEPARTMENT OF
DIVISION:
REGION:

CATEGORY GROUP			CLASS	ACTUAL (DEC. 89) TOT # TARGET GROUPS FILL. POSIT.	NAT	WOM	DIS	IN-N	PLAN (DEC. 90) TOT # TARGET GROUPS FILL. POSIT.	NAT	WOM	DIS	IN-N	PLAN (DEC. 91) TOT # TARGET GROUPS FILL. POSIT.	NAT	WOM	DIS	IN-N	PLAN (DEC. 92) TOT # TARGET GROUPS FILL. POSIT.	NAT	WOM	DIS	IN-N	PLAN (DEC. 93) TOT # TARGET GROUPS FILL. POSIT.	NAT	WOM	DIS	IN-N	PLAN (DEC. 94) TOT # TARGET GROUPS FILL. POSIT.	NAT	WOM	DIS	IN-N
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PD	IT	V	3405																															
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PD	AL	IV	3804																															
TK	AE	V	4105																															
TK	CS	V	4205																															
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TK	FT	V	5105																															
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HC	NRCN	VII	6107																															
HC	NRHN	IV	6204																															
HC	NRHN	V	6205																															
HC	HS	V	6305																															
HC	SPRS	III	6503																															
HC	SPRS	IV	6504																															
HC	DE	III	6803																															
HAY PLAN			8000																															
HAY PLAN			9000																															
MANAGEMENT TOTAL:																																		

GOVERNMENT OF THE NORTHWEST TERRITORIES - AFFIRMATIVE ACTION PLAN

(MANAGEMENT)

FORM-AA1

DEPARTMENT OF
DIVISION:
REGION:

CATEGORY GROUP		CLASS	ACTUAL (DEC. 89) TOT # TARGET GROUPS FILL. POSIT.	NAT	WOM	DIS	IN-N	PLAN (DEC. 90) TOT # TARGET GROUPS FILL. POSIT.	NAT	WOM	DIS	IN-N	PLAN (DEC. 91) TOT # TARGET GROUPS FILL. POSIT.	NAT	WOM	DIS	IN-N	PLAN (DEC. 92) TOT # TARGET GROUPS FILL. POSIT.	NAT	WOM	DIS	IN-N	PLAN (DEC. 93) TOT # TARGET GROUPS FILL. POSIT.	NAT	WOM	DIS	IN-N	PLAN (DEC. 94) TOT # TARGET GROUPS FILL. POSIT.	NAT	WOM	DIS	IN-N
PD	IT	IV	3404																													
PD	IT	V	3405																													
PD	CCMG	I	3531																													
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TK	AE	V	4105																													
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TK	CS	VI	4206																													
TK	IR	VI	4306																													
TK	IR	VII	4307																													
TK	FT	IV	5104																													
TK	FT	V	5105																													
HC	NRCN	VI	6106																													
HC	NRCN	VII	6107																													
HC	NRHN	IV	6204																													
HC	NRHN	V	6205																													
HC	HS	V	6305																													
HC	SPRS	III	6503																													
HC	SPRS	IV	6504																													
HC	DE	III	6803																													
HAY PLAN			8000																													
HAY PLAN			9000																													
MANAGEMENT TOTAL:																																

GOVERNMENT OF THE NORTHWEST TERRITORIES - AFFIRMATIVE ACTION PLAN

(PROFESSIONAL)

FORM AA2

DEPARTMENT OF
DIVISION:
REGION:

CATEGORY GROUP			CLASS	— ACTUAL (DEC. 89) — TOT # TARGET GROUPS FILL. POSIT. NAT WOM DIS IN-N	— PLAN (DEC. 90) — TOT # TARGET GROUPS FILL. POSIT. NAT WOM DIS IN-N	— PLAN (DEC. 91) — TOT # TARGET GROUPS FILL. POSIT. NAT WOM DIS IN-N	— PLAN (DEC. 92) — TOT # TARGET GROUPS FILL. POSIT. NAT WOM DIS IN-N	— PLAN (DEC. 93) — TOT # TARGET GROUPS FILL. POSIT. NAT WOM DIS IN-N	— PLAN (DEC. 94) — TOT # TARGET GROUPS FILL. POSIT. NAT WOM DIS IN-N
AS	PELG	I	1611						
AS	PELG	II	1612						
TTA			3333						
PD	IN	I	3901						
TK	AE	III	4103						
TK	AE	IV	4104						
HC	NRCN	I	6101						
HC	NRCN	II	6102						
HC	NRCN	III	6103						
HC	NRCN	IV	6104						
HC	NRCN	V	6105						
HC	NRHN	I	6201						
HC	NRHN	II	6202						
HC	NRHN	III	6203						
HC	SPRS	I	6501						
HC	SPRS	II	6502						
HC	SPPH	I	6511						
HC	SPPH	II	6512						
HC	SPPH	III	6513						
HC	SPDT	II	6522						
HC	SPDT	III	6523						
HC	SPDT	IV	6524						
HC	SPAD	I	6531						
HC	SPAD	II	6532						
HC	SPAD	III	6533						
HC	DE	I	6801						
HC	DE	II	6802						
PROFESSIONAL TOTAL:									

GOVERNMENT OF THE NORTHWEST TERRITORIES - AFFIRMATIVE ACTION PLAN

DEPARTMENT OF
DIVISION:
REGION:

(TECHNICAL)

FORM AA3

CATEGORY GROUP		CLASS	— ACTUAL (DEC. 89) — TOT # TARGET GROUPS FILL: POSIT. NAT WOM DIS IN-N	— PLAN (DEC. 90) — TOT # TARGET GROUPS FILL: POSIT. NAT WOM DIS IN-N	— PLAN (DEC. 91) — TOT # TARGET GROUPS FILL: POSIT. NAT WOM DIS IN-N	— PLAN (DEC. 92) — TOT # TARGET GROUPS FILL: POSIT. NAT WOM DIS IN-N	— PLAN (DEC. 93) — TOT # TARGET GROUPS FILL: POSIT. NAT WOM DIS IN-N	— PLAN (DEC. 94) — TOT # TARGET GROUPS FILL: POSIT. NAT WOM DIS IN-N
AS	PE	I 1601						
AS	PE	II 1602						
AS	PE	III 1603						
AS	PE	IV 1604						
TK	AE	I 4101						
TK	AE	II 4102						
TK	CS	I 4201						
TK	CS	II 4202						
TK	CS	III 4203						
TK	CS	IV 4204						
TK	IR	I 4301						
TK	IR	II 4302						
TK	IR	III 4303						
TK	IR	IV 4304						
TK	IR	V 4305						
TK	PO	I 4401						
TK	PO	II 4402						
TK	PO	III 4403						
TK	PO	IV 4404						
TK	PO	V 4405						
TK	PO	VI 4406						
TK	CO	I 4501						
TK	CO	II 4502						
TK	CO	III 4503						
HC	NS	I 6401						
HC	TE	I 6601						
HC	TE	II 6602						

GOVERNMENT OF THE NORTHWEST TERRITORIES - AFFIRMATIVE ACTION PLAN

DEPARTMENT OF
DIVISION:
REGION:

(TECHNICAL)

FORM AA3

CATEGORY GROUP		CLASS		ACTUAL (DEC. 89)		PLAN (DEC. 90)		PLAN (DEC. 91)		PLAN (DEC. 92)		PLAN (DEC. 93)		PLAN (DEC. 94)	
				TOT # TARGET GROUPS		TOT # TARGET GROUPS		TOT # TARGET GROUPS		TOT # TARGET GROUPS		TOT # TARGET GROUPS		TOT # TARGET GROUPS	
				FILL:		FILL:		FILL:		FILL:		FILL:		FILL:	
				POSIT.	NAT WOM DIS IN-N	POSIT.	NAT WOM DIS IN-N	POSIT.	NAT WOM DIS IN-N	POSIT.	NAT WOM DIS IN-N	POSIT.	NAT WOM DIS IN-N	POSIT.	NAT WOM DIS IN-N
HC	TE	III	6603												
HC	TE	IV	6604												
HC	OP	I	6701												
HC	OP	II	6702												
TECHNICAL TOTAL:															

GOVERNMENT OF THE NORTHWEST TERRITORIES - AFFIRMATIVE ACTION PLAN

(ADMINISTRATIVE SERVICES)

FORM AAA

DEPARTMENT OF:
DIVISION:
REGION:

CATEGORY GROUP		CLASS		— ACTUAL (DEC. 89) — TOT # TARGET GROUPS FILL					— PLAN (DEC. 90) — TOT # TARGET GROUPS FILL					— PLAN (DEC. 91) — TOT # TARGET GROUPS FILL					— PLAN (DEC. 92) — TOT # TARGET GROUPS FILL					— PLAN (DEC. 93) — TOT # TARGET GROUPS FILL					— PLAN (DEC. 94) — TOT # TARGET GROUPS FILL				
				POSIT.	NAT	WOM	DIS	IN-N	POSIT.	NAT	WOM	DIS	IN-N	POSIT.	NAT	WOM	DIS	IN-N	POSIT.	NAT	WOM	DIS	IN-N	POSIT.	NAT	WOM	DIS	IN-N	POSIT.	NAT	WOM	DIS	IN-N
AS	AU	I	1011																													
AS	AU	II	1012																													
AS	AU	III	1013																													
AS	AU	IV	1014																													
AS	XS	I	1021																													
AS	XS	II	1022																													
AS	XS	III	1023																													
AS	XS	IV	1024																													
AS	CR	I	1031																													
AS	CR	II	1032																													
AS	CR	III	1033																													
AS	AF	I	1101																													
AS	AF	II	1102																													
AS	AF	III	1103																													
AS	AF	IV	1104																													
AS	AFPR	I	1121																													
AS	CK	I	1201																													
AS	CK	II	1202																													
AS	CK	III	1203																													
AS	CK	IV	1204																													
AS	CK	V	1205																													
AS	CK	VI	1206																													
AS	CKLS	I	1211																													
AS	CKLS	II	1212																													
AS	CKLS	III	1213																													
AS	CA	I	1301																													
AS	CA	II	1302																													

GOVERNMENT OF THE NORTHWEST TERRITORIES - AFFIRMATIVE ACTION PLAN

(ADMINISTRATIVE SERVICES)

FORM AA4

DEPARTMENT OF
DIVISION
REGION

CATEGORY GROUP			CLASS	ACTUAL (DEC. 89) — TOT # TARGET GROUPS FILL					PLAN (DEC. 90) — TOT # TARGET GROUPS FILL					PLAN (DEC. 91) — TOT # TARGET GROUPS FILL					PLAN (DEC. 92) — TOT # TARGET GROUPS FILL					PLAN (DEC. 93) — TOT # TARGET GROUPS FILL					PLAN (DEC. 94) — TOT # TARGET GROUPS FILL				
				POSIT.	NAT	WOM	DIS	IN-N	POSIT.	NAT	WOM	DIS	IN-N	POSIT.	NAT	WOM	DIS	IN-N	POSIT.	NAT	WOM	DIS	IN-N	POSIT.	NAT	WOM	DIS	IN-N	POSIT.	NAT	WOM	DIS	IN-N
AS	CA	III	1303																														
AS	PS	I	1401																														
AS	PS	II	1402																														
AS	PS	III	1403																														
AS	PS	IV	1404																														
AS	PA	I	1501																														
AS	PA	II	1502																														
AS	PA	III	1503																														
AS	ST	I	1701																														
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AS	ST	III	1703																														
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AS	BF	III	1803																														
AS	FM	I	1901																														
AS	FM	II	1902																														
FD	WC	I	3031																														
FD	WC	II	3032																														
FD	WC	III	3033																														
FD	WCAJ	I	3021																														
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FD	WCAJ	III	3023																														
FD	WCAJ	IV	3024																														
TX	COSS	I	4511																														
TX	COSS	II	4512																														
TX	COSS	III	4513																														
EXEC ASST.			9998																														
ADMIN SERV TOTAL																																	

GOVERNMENT OF THE NORTHWEST TERRITORIES - AFFIRMATIVE ACTION PLAN

(OPERATIONAL - LABOUR AND TRADES)

FORM 6-2/3

DEPARTMENT OF
DIVISION
REGION

CATEGORY GROUP		CLASS	ACTUAL (DEC. 89) — TOT # TARGET GROUPS FILL					PLAN (DEC. 90) — TOT # TARGET GROUPS FILL					PLAN (DEC. 91) — TOT # TARGET GROUPS FILL					PLAN (DEC. 92) — TOT # TARGET GROUPS FILL					PLAN (DEC. 93) — TOT # TARGET GROUPS FILL					PLAN (DEC. 94) — TOT # TARGET GROUPS FILL				
			POST.	NAT	WOM	DIS	IN-N	POST.	NAT	WOM	DIS	IN-N	POST.	NAT	WOM	DIS	IN-N	POST.	NAT	WOM	DIS	IN-N	POST.	NAT	WOM	DIS	IN-N	POST.	NAT	WOM	DIS	IN-N
GL	DC	I	2101																												
GL	DC	II	2102																												
GL	DC	III	2103																												
GL	MW	I	2201																												
GL	MW	II	2202																												
TR	FT	I	5101																												
TR	FT	II	5102																												
TR	FT	III	5103																												
TR	GT	I	5201																												
TR	GT	II	5202																												
TR	GT	III	5203																												
TR	GT	III	5213																												
TR	GT	III	5223																												
TR	GT	III	5233																												
TR	GT	III	5243																												
TR	GT	III	5253																												
TR	GT	III	5263																												
TR	GT	III	5273																												
TR	GT	III	5283																												
TR	GT	III	5298																												
TR	GT	III	5297																												
TR	GT	III	5298																												
TR	GT	III	5299																												
TR	OT	I	5301																												
TR	OT	II	5302																												
TR	OT	III	5303																												
TR	AO	I	5401																												

GOVERNMENT OF THE NORTHWEST TERRITORIES - AFFIRMATIVE ACTION PLAN

(OPERATIONAL - LABOUR AND TRADES)

FORM 645

DEPARTMENT OF
DIVISION
REGION

CATEGORY GROUP		CLASS	ACTUAL (DEC. 89) TOT # TARGET GROUPS FILL	PLAN (DEC. 90) TOT # TARGET GROUPS FILL	PLAN (DEC. 91) TOT # TARGET GROUPS FILL	PLAN (DEC. 92) TOT # TARGET GROUPS FILL	PLAN (DEC. 93) TOT # TARGET GROUPS FILL	PLAN (DEC. 94) TOT # TARGET GROUPS FILL
			POST. NAT WOM DIS IN-N	POST. NAT WOM DIS IN-N	POST. NAT WOM DIS IN-N	POST. NAT WOM DIS IN-N	POST. NAT WOM DIS IN-N	POST. NAT WOM DIS IN-N
TR	AO	II	5402					
TR	AO	III	5403					
HC	HS	I	6301					
HC	HS	II	6302					
HC	HS	III	6303					
OP (LAB & TR) TOTAL								

GOVERNMENT OF THE NORTHWEST TERRITORIES - AFFIRMATIVE ACTION PLAN

(OPERATIONAL - PROGRAM DELIVERY)

FORM-AA6

DEPARTMENT OF
DIVISION:
REGION:

CATEGORY GROUP			CLASS	ACTUAL (DEC. 89) TOT # TARGET GROUPS FILL: POSIT.	NAT	WOM	DIS	IN-N	PLAN (DEC. 90) TOT # TARGET GROUPS FILL: POSIT.	NAT	WOM	DIS	IN-N	PLAN (DEC. 91) TOT # TARGET GROUPS FILL: POSIT.	NAT	WOM	DIS	IN-N	PLAN (DEC. 92) TOT # TARGET GROUPS FILL: POSIT.	NAT	WOM	DIS	IN-N	PLAN (DEC. 93) TOT # TARGET GROUPS FILL: POSIT.	NAT	WOM	DIS	IN-N	PLAN (DEC. 94) TOT # TARGET GROUPS FILL: POSIT.	NAT	WOM	DIS	IN-N
PD	EC	I	3011																															
PD	EC	II	3012																															
PD	EC	III	3013																															
PD	LO	I	3041																															
PD	LO	II	3042																															
PD	LO	III	3043																															
PD	WO	I	3051																															
PD	WO	II	3052																															
PD	WO	III	3053																															
PD	DS	I	3101																															
PD	DS	II	3102																															
PD	DS	III	3103																															
PD	DS	IV	3104																															
PD	DS	V	3105																															
PD	IS	I	3201																															
PD	IS	II	3202																															
PD	IS	III	3203																															
PD	IS	IV	3204																															
PD	IS	V	3205																															
PD	ISCX	I	3221																															
PD	ISCX	II	3222																															
PD	ISCX	III	3223																															
PD	ISCX	IV	3224																															
PD	ES	I	3301																															
PD	ES	II	3302																															
PD	ES	III	3303																															
PD	IT	I	3401																															

GOVERNMENT OF THE NORTHWEST TERRITORIES - AFFIRMATIVE ACTION PLAN

(OPERATIONAL - PROGRAM DELIVERY)

FORM-AA6

DEPARTMENT OF
DIVISION:
REGION:

CATEGORY GROUP		CLASS	ACTUAL (DEC. 89)						PLAN (DEC. 90)						PLAN (DEC. 91)						PLAN (DEC. 92)						PLAN (DEC. 93)						PLAN (DEC. 94)					
			TOT # TARGET GROUPS						TOT # TARGET GROUPS						TOT # TARGET GROUPS						TOT # TARGET GROUPS						TOT # TARGET GROUPS						TOT # TARGET GROUPS					
			FILL.						FILL.						FILL.						FILL.						FILL.						FILL.					
			POSIT.	NAT	WOM	DIS	IN-N		POSIT.	NAT	WOM	DIS	IN-N		POSIT.	NAT	WOM	DIS	IN-N		POSIT.	NAT	WOM	DIS	IN-N		POSIT.	NAT	WOM	DIS	IN-N		POSIT.	NAT	WOM	DIS	IN-N	
PD	IT	II	3402																																	
PD	IT	III	3403																																	
PD	CC	I	3501																																	
PD	CC	II	3502																																	
PD	CC	III	3503																																	
PD	CCSU	I	3511																																	
PD	CCSU	II	3512																																	
PD	CCCH	I	3521																																	
PD	IF	I	3601																																	
PD	IF	II	3602																																	
PD	IF	III	3603																																	
PD	IF	IV	3604																																	
PD	AL	I	3801																																	
PD	AL	II	3802																																	
PD	AL	III	3803																																	
HC	HS	IV	6304																																	
OP (PROG. DEL) TOTAL:																																				
DEPARTMENT TOTAL:																																				

GOVERNMENT OF THE NORTHWEST TERRITORIES - EMPLOYMENT GROUPS

MANAGEMENT

CATEGORY	GROUP	LEVEL	CLASS CODE
AS	AU	V	1015
		VI	1016
AS	AF	V	1105
AS	AFPR	II	1122
AS	GA	IV	1304
		V	1305
AS	GALG	I	1311
AS	PS	V	1405
AS	PA	IV	1504
AS	PS	V	1605
		VI	1606
AS	BF	IV	1804
AS	PM	III	1903
PD	EC	IV	3014
PD	WC	IV	3034
PD	WCAJ	V	3025
PD	LO	IV	3044
PD	WO	IV	3054
PD	DS	VI	3106
		V	3107
PD	DSEA	I	3111
		II	3112
PD	IS	VI	3206
		VII	3207
		VIII	3208
PD	ISCX	V	3225
		VI	3226
PD	IT	IV	3404
		V	3405
PD	CCMG	I	3531
PD	AL	IV	3804
TK	AE	V	4105
TK	CS	V	4205
		VI	4206
TK	IR	VI	4306
		VII	4307
TK	FT	IV	5104
		V	5105
HC	NRCN	VI	6106
		VII	6107
HC	NRHN	IV	6204
		V	6205
HC	HS	V	6305
HC	SPRS	III	6503
		IV	6504
HC	DE	III	6803
HAY PLAN			8000
HAY PLAN			9000

PROFESSIONAL

CATEGORY	GROUP	LEVEL	CLASS CODE
AS	PELG	I	1611
		II	1612
TTA			3333
PD	IN	I	3901
TK	AE	III	4103
		IV	4104
HC	NRCN	I	6101
		II	6102
		III	6103
		IV	6104
		V	6105
HC	NRHN	I	6201
		II	6202
		III	6203
HC	SPRS	I	6501
		II	6502
HC	SPPH	I	6511
		II	6512
		III	6513
HC	SPDT	II	6522
		III	6523
		IV	6524
HC	SPAD	I	6531
		II	6532
		III	6533
HC	DE	I	6801
		II	6802

TECHNICAL

CATEGORY	GROUP	LEVEL	CLASS CODE
AS	PE	I	1601
		II	1602
		III	1603
		IV	1604
TK	AE	I	4101
		II	4102
TK	CS	I	4201
		II	4202
		III	4203
		IV	4204
TK	IR	I	4301
		II	4302
		III	4303
		IV	4304
		V	4305
TK	PO	I	4401
		II	4402
		III	4403
		IV	4404
		V	4405
		VI	4406
TK	CO	I	4501
		II	4502
		III	4503
HC	NS	I	6401
HC	TE	I	6601
		II	6602
		III	6603
		IV	6604
HC	OP	I	6701
		II	6702

ADMINISTRATIVE SERVICES

CATEGORY	GROUP	LEVEL	CLASS CODE
AS	AU	I	1011
		II	1012
		III	1013
		IV	1014
AS	XS	I	1021
		II	1022
		III	1023
		IV	1024
AS	CR	I	1031
		II	1032
		III	1033
AS	AF	I	1101
		II	1102
		III	1103
		IV	1104
AS	AFPR	I	1121
AS	CK	I	1201
		II	1202
		III	1203
		IV	1204
		V	1205
		VI	1206
AS	CKLS	I	1211
		II	1212
		III	1213
AS	GA	I	1301
		II	1302
		III	1303
AS	PS	I	1401
		II	1402
		III	1403
		IV	1404
AS	PA	I	1501
		II	1502
		III	1503
AS	ST	I	1701
		II	1702
		III	1703
AS	BF	I	1801
		II	1802
		III	1803
AS	PM	I	1901
		II	1902
PD	WC	I	3031
		II	3032
		III	3033
PD	WCAJ	I	3021
		II	3022
		III	3023
		IV	3024
TK	COSS	I	4511
		II	4512
		III	4513
EXEC. ASST.			9998

OPERATIONAL

CATEGORY	GROUP	LEVEL	CLASS CODE
GL	DC	I	2101
		II	2102
		III	2103
GL	MW	I	2201
		II	2202
TK	FT	I	5101
		II	5102
		III	5103
TR	GT	I	5201
		II	5202
		III	5203
TR	GT	III	5213
		III	5223
		III	5233
		III	5243
		III	5253
		III	5263
		III	5273
		III	5293
		III	5296
		III	5297
		III	5298
		III	5299
TR	OT	I	5301
		II	5302
		III	5303
TR	AO	I	5401
		II	5402
		III	5403
HC	HS	I	6301
		II	6302
		III	6303

(LABOUR AND TRADES)

OPERATIONAL

CATEGORY	GROUP	LEVEL	CLASS CODE
PD	EC	I	3011
		II	3012
		III	3013
PD	LO	I	3041
		II	3042
		III	3043
PD	WO	I	3051
		II	3052
		III	3053
PD	DS	I	3101
		II	3102
		III	3103
		IV	3104
		V	3105
PD	IS	I	3201
		II	3202
		III	3203
		IV	3204
		V	3205
PD	ISCX	I	3221
		II	3222
		III	3223
		IV	3224
PD	ES	I	3301
		II	3302
		III	3303
PD	IT	I	3401
		II	3402
		III	3403
PD	CC	I	3501
		II	3502
		III	3503
PD	CCSU	I	3511
		II	3512
PD	CCCH	I	3521
PD	IF	I	3601
		II	3602
		III	3603
		IV	3604
PD	AL	I	3801
		II	3802
		III	3803
HC	HS	IV	6304

(PROGRAM DELIVERY)